

THE EFFECT OF WORK DISCIPLINE AND COMMUNICATION ON EMPLOYEE PERFORMANCE (STUDY AT A BEAUTY CLINIC IN BANDUNG CITY)

Qorry Febriyanti¹, Dedi Hadian², Senen Machmud³

Sekolah Tinggi Ilmu Ekonomi Pasundan Bandung 1,2,3

E-mail: qorryfebriyanti22@gmail.com¹, Dedi@stiepas.ac.id², senen@stiepas.ac.id³

ABSTRACT

This study aims to determine the effect of work discipline and communication on employee performance at a clinic in the city of Bandung. The variables used are X_1 = Work Discipline, X_2 = Communication, and Y = Employee Performance. The questionnaire data is for employees at a beauty clinic in Bandung. To explain the relationship and influence between variables, researchers use descriptive verification research methods. In addition, this research also uses a case study approach with statistical testing using correlation, path analysis, and the coefficient of determination. The data analysis results show that the correlation coefficient test results have a value of 0.666, meaning that work discipline has a strong relationship with communication. Path analysis shows the $Y = 0.577X_1 + 0.347X_2$, where work discipline (X_1) has an effect of 0.577 on employee performance and communication (X_2) has an effect of 0.347 on employee performance. The coefficient of determination shows a result of 0.719 which means that work discipline and communication affect employee performance at a beauty clinic in the city of Bandung is 71.9%. In comparison, the remaining 28.1% is due to other factors.

Keywords: Work Discipline, Communication, Employee Performance.

INTRODUCTION

Companies value human resources as one of their valuable assets, capable of determining their success (Buonomo et al., 2020; Tefera & Hunsaker, 2020). Companies must professionally manage their human resources to achieve success, balancing employee needs and company goals. Therefore, human resources are an inseparable entity within a company.

Performance, one of the influential factors in human resources (Aryani et al., 2022), refers to the quality and quantity of work accomplished by employees in carrying out their responsibilities (Kristanti & Lestari, 2019). An individual's performance is determined by skills, experience, dedication, and time (Diamantidis & Chatzoglou, 2019). High performance is achieved when employees meet assigned workloads and

exceed the company's performance standards (Caissar et al., 2022).

Managing human resource performance is crucial for achieving optimal performance in a company (Narayanamurthy & Tortorella, 2021; Sverke et al., 2019). With good performance, employees effectively handle organizational tasks and resolve issues within the company (Eliyana et al., 2019).

One beauty clinic in Bandung specializing in skincare services recognizes the importance of employee performance. Since its establishment in 2011, the clinic has maintained the quality of its employees' performance, contributing to its sustained existence.

However, performance issues persist in this beauty clinic. Interviews with the HR department reveal suboptimal employee performance. The company's success heavily relies on its employees (Eliyana et al., 2019; Octaviana et al., 2021).

Clinic employees should possess a strong work ethic, perform tasks correctly, act as company owners, and be enthusiastic about improving their skills for individual and company success. Conversely, low employee performance leads to inefficiency and ineffectiveness.

Employee performance significantly influences the implementation of good service and the ability to fulfill tasks and responsibilities in the beauty clinic's operations. The clinic achieved an average score of 76.6, indicating

reasonably good performance. However, some areas need improvements, such as work quality, quantity, responsibility, teamwork, and initiative.

A theory proposed by Hersona & Sidharta (2017) suggests a relationship between discipline and individual performance in a company. Better work discipline leads to higher performance achievement and increased productivity. Work discipline reflects attitudes and behaviors such as obedience, compliance, loyalty, orderliness, and adherence to company rules and social norms (Jufrizen, 2021; Prasetyo et al., 2021).

The level of work discipline in the beauty clinic indicates individuals' responsibility toward their assigned tasks. Good work discipline requires most employees to adhere to existing rules, ensuring prompt and accurate completion of assigned tasks.

Issues related to discipline, such as tardiness, arriving close to work hours, and absenteeism, can hinder or delay tasks and responsibilities, affecting previously punctual employees. In addition, communication in the beauty clinic also requires improvement, specifically in delivering messages and avoiding misunderstandings.

Preliminary surveys in the beauty clinic confirm that work discipline, communication, and employee performance could be more optimal. If addressed, suboptimal performance hampers

the company's achievement of set targets, posing long-term consequences.

Based on this background, the research problem aims to determine the extent to which work discipline and communication influence employee performance. In addition, the research aims to quantify the influence of work discipline and communication on employee performance.

METHOD

The research method used in this study is descriptive and verificative research. The survey research method was employed to obtain data from a specific location naturally, for example, by distributing questionnaires and conducting structured interviews.

The variables utilized in this study consist of independent variables and dependent variables. Here are the explanations:

1. Independent Variables:

According to Sugiyono (2016:39), independent variables influence or cause changes or the emergence of dependent variables. In this study, the independent variables (X1) used are work discipline, while (X2) is work communication.

2. Dependent Variable:

Sugiyono (2016:39) defines dependent variables as often referred to as output variables, criteria, and consequences. These variables are influenced or caused by other variables. For

example, in this research, there is one dependent variable (Y): employee performance.

In this study, the author used primary data by distributing questionnaires to 40 employees at a beauty clinic in Bandung. Based on this research, since the population size is at most 100 respondents, the author selected 100% of the population from one beauty clinic in Bandung, which amounts to 40 respondents. Hence, no sampling was performed and examined the entire population.

RESULT AND DISCUSSION

The analysis of respondent characteristics relates to the study's subjects but does not directly impact the research outcomes. For example, the respondents' data includes their age, highest education level, and work experience.

Out of a total of 40 respondents, we observed that four respondents (10%) are below the age of 20, 36 respondents (90%) fall between the ages of 21 and 30, and none of the respondents are above the age of 30.

The validity test results indicate that an instrument is considered valid when its items have a positive correlation with the total score and a high correlation, indicating high validity. The minimum requirement to consider an item valid is a correlation (r) of 0.300. Thus, if the correlation between an item and the total score is less than 0.300, we consider the item invalid

(Sugiyono, 2010, p. 46). The validity test results for the questionnaire items in each variable are as follows:

1. The work discipline variable comprises 15 items. The validity test results meet the required criteria (> 0.300). Therefore, items 1 to 15 are valid and work discipline indicators.

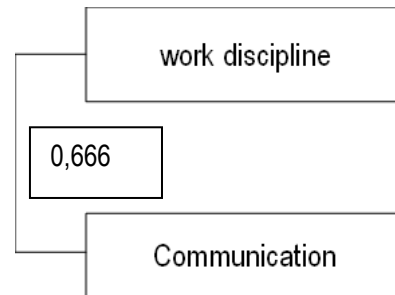
2. The communication variable consists of 15 items. The validity test results also meet the required criteria (> 0.300). Hence, items 1 to 15 can be valid and serve as communication indicators.

3. The employee performance variable also includes 15 items. The validity test results meet the required criteria (> 0.300). Therefore, items 1 to 15 are valid and serve as employee performance indicators.

The reliability test results indicate that all variables are reliable; their scores are > 0.700 . Thus, we can consider the research instruments used for each variable in this study as reliable, dependable, and highly stable. Furthermore, this result implies that the instrument testing results will remain consistent when repeatedly administered.

The correlation analysis demonstrates the extent and strength of the relationship between the variables and the independent variables under study. To calculate the correlation coefficient, researchers used the Pearson product-moment formula with the assistance of SPSS.

The correlation coefficient results indicate a positive relationship between the independent variables. The figure below presents this relationship to facilitate understanding:



Based on the interpretation criteria for the level of relationship between variables, there is a relationship between work discipline variables (X_1) and communication (X_2), a correlation coefficient of 0.666 obtaining, which means that it has a strong relationship because it is in the interval 0.600 – 0.799.

CONCLUSION

Based on the research, the researcher can conclude that one of the beauty clinics in Bandung has an average score of 3.39 for work discipline, which falls under the excellent category. The lowest statement from the work discipline variable is: "always maintaining order and cleanliness in the workplace," with an average score of 2.55, categorized as low. On the other hand, the statement "always performing tasks according to my responsibilities" receives an average score of 2.98, categorized as quite reasonable. Furthermore, the statement "always maintaining a good working atmosphere" also receives an

average score of 2.98, categorized as quite reasonable.

Communication at the beauty clinic in Bandung has an average score of 3.38, categorized as quite reasonable. The lowest statement from the communication variable is: "being open when communicating directly with superiors," with an average score of 2.73, categorized as quite reasonable. The statement "always receiving information directly without intermediaries" receives an average score of 2.98, categorized as quite reasonable. Finally, the statement "expressing my opinions regarding work-related matters" receives an average score of 3.23, categorized as quite reasonable.

Regarding employee performance at the beauty clinic in Bandung, it has an average score of 3.37, categorized as quite reasonable. On the other hand, the lowest statement from the employee performance variable is: "rarely making mistakes in performing tasks," with an average score of 2.13, which is categorized as low. Furthermore, "being able to take the initiative" receives an average score of 2.48, categorized as low. Finally, the statement "being able to handle assigned workloads" receives an average score of 2.60, categorized as low.

The contribution of all independent variables, namely work discipline (X1) and communication (X2), in determining the variation of employee performance (Y) is 71.9%. However, the remaining 28.1% is influenced by

other variables not examined in this study. Therefore, the beauty clinic in Bandung should research or investigate other variables besides work discipline and communication to improve employee performance further.

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